

Assistant Management Officer (ID/P Area)

Management Examiner

Comments on Proposed Regulation **"Management Improvement"**

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1. The Presidential Executive Order referred to in the proposed regulation places the responsibilities enumerated in paragraph 4 of the subject document solely upon the Director of Central Intelligence. This regulation would delegate this responsibility to the various Deputy Directors and Assistant Directors. It should therefore first be determined whether or not this is the desire of the Director.

2. No provision is made for review of the Management Improvement Plans developed by the office of the various Deputy Directors and Assistant Directors by a higher Staff. This would seem to be necessary in order to assure the Director that his responsibility is being discharged. Any good management program provides for such checks and balances and it is believed that without such insurance of this kind, a Management Improvement Program will never accomplish the goal of effectiveness which is obviously desired by the present administration. The undersigned sincerely believes that an effective Agency Management Improvement Program is at this time essential to the best interests of the Central Intelligence Agency.

3. The proposed regulation places no responsibility on the Agency Management Improvement Staff (OMI) to review and appraise the Management Improvement Plans of the various major components of the Agency. The Management Improvement Staff should be empowered to review and appraise the effectiveness of the various Management Improvement Plans for the Director of Central Intelligence and to render its report thereon directly to the Director. This would tend to insure the Director that good management practices were being carried out within the Agency.

4. It is believed that this regulation, if published, would result in the establishment of Management Improvement Staffs in every major component of the Agency which, without any central direction, may or may not effect the desired policy of the administration as transmitted through the Director.

5. The regulation would also result in the making of surveys by these various component Staffs. This, in itself, would defeat the objective of an impartial survey. The Management Improvement Staffs of the components would be placed in a position of rendering

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critical reports on the very element for which their superior is responsible. It should be remembered that no individual or group of individuals desire criticism regardless of how justified the criticism may be. It should also be pointed out that internal politics exist in any organization whether it be in public service or private enterprise. A truly objective survey should be made of an organization by a group of individuals which is far removed organizationally from the organization being examined. The future welfare (promotions, etc.) of the individuals conducting such examinations should not be placed in the hands of those who are being examined, nor should the reports be subject to the review of elements which may be subject to criticism. In such situations, reports become merely a white wash of bad management practices, including overstaffing.


6. In order to effect the desire of the present administration for economy and efficiency in governmental operations, it is recommended that a CIA Management Improvement Regulation be published which would contain the following essential points:

a. A well qualified Management Staff be so placed organizationally that it can operate in a purely objective manner and where it will not be subject to the internal politics of the Agency.

b. This Staff to be responsible for the planning, development, installing and executing an effective Management Improvement Program within CIA.

c. Conduct surveys to determine the progress and effectiveness of the program and render periodic reports thereon to the Director of Central Intelligence. These reports should not be subject to review by any element of the Agency which may become the subject of criticism of an objective survey.

d. Conduct periodic surveys of present procedures and recommend improvements which would result in savings of men, money and material.



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